

## **DRS EQUALITY, DIVERSITY AND INCLUSION VISION AND STRATEGY**

### **Vision**

“We will be a respectful and inclusive employer that fosters the mutual trust, respect, welfare and capabilities of all our employees and everyone with whom we interact to ensure everyone is capable of performing at their best.”

### **The Case for EDI**

Our organisation has a challenging and complex remit, which will require full contribution from all our people. We expect the best from them. They should expect the best from us.

We want to develop a respectful, inclusive working environment in which we are recognised as an inclusive, progressive employer, treating our skilled and diverse workforce with respect and integrity, and where we all recognise and value the contribution made by everyone, irrespective of age, gender or any other personal characteristic.

As we evolve our business and ways of working, we rely on the contribution, performance and innovation of our leaders and workforce to deliver that transformational change. We will lead and engage our teams effectively to make sure people feel comfortable to be themselves at work, with equality of opportunity for all, free from any form of discriminatory behaviour or process. In this way we will maximise our effectiveness, deliver our mission and create a positive and successful future.

There are many stakeholders who will take a keen individual and collective interest in our EDI progress, including our workforce. It is important that our leaders and managers are able to articulate and promote the business case (internally or externally) with confidence, credibility and authenticity. Employees at all levels should be aware of, and understand, the benefits EDI can deliver. The key drivers are listed below:-

### **Key Drivers**

- Increased engagement, innovation and performance
- Improved talent acquisition, retention and enhanced innovation
- Improved safety and risk management
- Changing workforce demographics
- Stakeholder expectations and legal compliance

In addition, we know that:

- Homogenous teams can create their own decision-making risk through ‘group-think’. Group-think is more likely to occur when a team comprises like-minded people of similar backgrounds. They will often arrive at a solution more quickly and easily and with less conflict – but the solution is less likely to be suboptimal.
- Diverse teams consistently outperform homogenous teams and produce stronger solutions (business and technical) – because they draw on a broader set of capabilities, experiences and ideas.
- Talent and capability is not limited to one or a few demographic groups. To maintain the most skilled and capable workforce, we need to identify, attract and retain talented people from all backgrounds and become an employer of choice for them.

- If our employees feel they cannot bring their 'whole self' to work, they are likely to be more stressed, demoralised and disconnected from colleagues; they devote focus and energy to filtering their communications and adapting their behaviour to conform to our prevailing cultural norms – all of which impacts their performance (and that of their team).
- Employees at all levels who feel valued and included because of (not despite) their individual differences are more engaged, motivated and therefore productive (e.g. through extra discretionary effort). Feeling 'included' involves being empowered to fully participate in team activities, and to express views or contribute ideas which are considered equally.
- Team members who anticipate and appreciate individual differences among their colleagues, and embrace different perspectives, are able to collaborate more effectively and work with less conflict.
- Diverse teams which operate inclusively will likely consider a broader range of possibilities and make better decisions (including in relation to safety, security and other risk issues) through the constructive resolution of the tension between different ideas.
- Engaged employees are more likely to remain with the company longer, promote it as a positive workplace to others and take less time off work (e.g. through sickness or absenteeism) than disengaged staff.
- Workforce demographics are changing rapidly and significantly. The UK workforce is ageing and shrinking, while female and part-time participation is increasing. Our business would benefit from anticipating and responding to these changes.
- Our workplace contains unique and significant hazards and our mission involves identifying and mitigating these. Inclusive team and workplace cultures enable employees (irrespective of seniority) to challenge the 'status quo' constructively (e.g. established practices, safety breaches, conventional thinking and assumptions). This provides a basis for improved ways of working and developing new and better and safer solutions (both business and technical).
- The learning from catastrophic safety incidents (such as the Gulf of Mexico disaster) demonstrates that inclusive cultures are more likely to be safe cultures. This is because everyone has a voice and is empowered to use it, especially to raise safety concerns.
- The benefits derived from building teams of people with diverse backgrounds is dependent on how inclusive the team's culture is. This in turn reflects the extent to which our managers and team leaders are able (and willing) to demonstrate inclusive leadership skills and behaviours. Inclusive leaders make sure that everyone can speak up, is listened to and their inputs are considered equally.
- Litigation risk or employment tribunal action arising from harassment, discrimination and victimisation are reduced in a respectful and inclusive work environment where diversity is valued, and where appropriate behaviour and cultural norms are understood, respected and upheld.
- Diversity (particularly at leadership levels) is now subject to increased scrutiny, transparency and strengthened legislation (e.g. in relation to equal pay). The ripple effect is also creating greater focus on the gender (and other) diversity of talent pipelines to leadership and executive levels.
- Compliance risk (e.g. in relation to the Public Sector Equality Duty) can be mitigated through the effective execution of a well-designed EDI strategy.